

2007-2008
KAUA'I COUNTY
SALARY COMMISSION

REPORT

COMMISSION MEMBERS

Allan Smith, Chair
Thomas Cooper
Robert Crowell
Randall Hee
Virginia Kapali
Trinette Kau
Dawn Murata

April 18, 2007

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I. Our Mission

The Salary Commission is dedicated to establishing a system of salary administration for the County's elected and appointed officials based on realistic standards and in accordance with their duties and responsibilities.

II. Introduction

The Salary Commission is newly constituted and has undergone many changes since its establishment in December, 1988. This report presents the current Commission's mission, goals, and objectives.

III. Philosophy and Values

The Salary Commission views itself as part of a collaborative salary system that reflects the duties of the elected and appointed officials and has the confidence and support of the public.

The Commission's goal is to have a fair and equitable salary system that attracts applicants of the highest quality to public service and has the confidence and support of its citizens. Commissioners recognize the importance of keeping elected and appointed officials' salaries in line with the salaries of other government employees in the State of Hawaii.

Our commitment in establishing a sound salary structure requires us to review salaries regularly and institute:

- Equity or alignment adjustments when needed;
- Adjustments to recognize additional duties and responsibilities; and
- Other adjustments when warranted.

The Commission acknowledges that it has a role in making a difference in County government through:

- Quality work provided with professionalism, pride, and creativity;
- Leadership, respect, and working with others;
- Careful and responsible use of resources; and
- Open, clear, and honest communication.

Commissioners are committed to providing quality services in the most efficient and effective ways possible. Our values guide us in fulfilling our mandate and contribute to the development of a standard of excellence in government.

IV. The Mandate

The Salary Commission was established in 1988 and is governed by Article XXIX of the Kaua'i County Charter. The Commission's statutory mission is to set the salaries of the County's elected officials, appointees, and certain other employees. This function aligns with and supports the Charter's goals and strengthens government's ability to achieve results efficiently and effectively. The Commission's actions can contribute to community satisfaction with County government and overall support for government decision makers.

V. Overview of the Commission

The establishment of the Salary Commission distills political considerations in salary recommendations and vests the responsibility of salary recommendations of elected and appointed officials and employees by an independent, unpaid, seven-member citizen commission selected by the Mayor and confirmed by the Council.

Each of the individuals appointed in 2007 have substantial experience in at least one or more of the following fields:

- private business;
- personnel management;
- the law;
- management of medium and large businesses; and
- past & current Federal, State & County government experience.

The names of appointees were submitted to the County Council for interviews and confirmation. Commissioners as of April, 2007, are:

Name	Term Expiration
Allan A. Smith	December 31, 2009
Thomas M. Cooper	December 31, 2008
Robert B. Crowell	December 31, 2007
Randall J. Hee	December 31, 2008
Virginia M. Kapali	December 31, 2009
Trinette P. Kaui	December 31, 2008
Dawn N. Murata	December 31, 2007

Our community has high expectations from its government and rightfully expects quality, cost-effective services. Elected officials, appointees and employees are expected to be competent, dedicated and highly skilled. The community expects Commission salary recommendations to be fair and reasonable. It also expects the Commission to be thoughtful, analytical and reasonable where the use of public funds is at stake.

VI. Major Activities

A. The Commission has held weekly meetings since February 7, 2007, and filed a Preliminary Report documenting its activities and findings with the Kaua'i County Council on March 15, 2007.

B. Meetings. Since the Preliminary Report was filed on March 15, 2007, the Commission met on the following dates:

March 22, 2007

March 29, 2007

April 9, 2007

April 18, 2007

C. Activities Since the Preliminary Report

1. Public testimony

In addition to the testimony reported in the March 15, 2007, Preliminary Report, the Commission received additional testimony as follows.

-On March 22, 2007, the Commission heard testimony from the Honorable Bryan J. Baptiste, Mayor. Mayor Baptiste addressed the recruitment of difficult to fill positions such as the Police Chief, Manager & Chief Engineer of Water, and Deputy County Attorneys. He requested that the Salary Commission consider whether positions that need to be filled could be taken out of order. He voiced his concern about increases given in increments over a four-year period, to make them more palatable, as taking it slow may lose incumbents. He asked that the first increase be substantial enough to help retain incumbents and help with recruiting and retention efforts.

-Retired Judge Matthew Pyun, Jr., County Attorney, testified on March 29, 2007. Judge Pyun noted that the present salary range for the County Attorney's Office is too low. He stated that because his office is presently understaffed, it is necessary to farm out almost \$1 million worth of litigation to outside law firms. He suggested that the

County Attorney should be paid from \$120,000 to \$150,000, and the deputies should be in a range from \$65,000 to \$115,000.

-On April 9, 2007, Craig DeCosta, Esq., Prosecuting Attorney, testified about the effect of salary levels on his organization's ability to hire and retain prosecutors. Mr. DeCosta said that an appropriate salary for a Deputy Prosecutor should be no less than \$50,000.

2. Salary deliberations

In our Preliminary Report, we made the following recommendations.

A. Performance-based pay. Similar to the 2003-2004 Salary Commission, this Commission recommends changes to the Salary Ordinance. This Commission believes that salary increases should be contingent on job performance. Therefore, increases for all non-elected positions in the salary ordinance will depend on regular performance evaluations. Our resolution requires the appointing authority to certify that an appointee has been evaluated, and has met or exceeded job requirements before a pay increase can occur.

B. Pay increases. This Commission does not recommend an increase at this time, but will continue to meet to formulate a recommendation for an increase prior to the supplemental budget submission in May 2007.

C. Other issues. The Commission recognizes that it is working in a transitional period, and needs to address historical shortfalls. The Commission will continue to meet weekly to revisit the salary schedules, and to refine and update its recommendations. The Commission welcomes input from the public.

Preliminary Report

We have further refined and updated these recommendations and revisited the salary schedules. Our deliberations are summarized as follows.

a. Deliberations concerning performance-based pay

As stated in the Preliminary Report, the Commission is in unanimous agreement that pay for performance is necessary, in other words, salary increases for non-elected positions in the salary ordinance should be contingent on job performance. Therefore, the Commission's proposed amendment to the salary ordinance specifies that no

increase will be granted unless the job performance of the appointee has been evaluated, and the results of the evaluation show that the appointee has reached or exceeded job requirements. The job appraisal methodology must be approved by the Director of Personnel to create a level of consistency. Moreover, timeliness of the performance appraisals is ensured, because the ordinance amendment sets a deadline for submitting a completed performance appraisal, in order for increases to be granted.

The County currently does not have a consistent system of performance appraisals for appointees. Some positions are appraised regularly, and some not at all. The mandatory performance appraisals document those appointees performing at a high level, and allow them to be recognized for their achievement. The appraisals also identify areas of appointee performance needing improvement. A system of mandatory appraisals will provide the public with assurance that the level of County leadership is monitored, and that raises for appointees are based on performance.

b. Deliberations concerning pay increases

Our inquiry into salary levels reveals that current salary levels are deficient in two areas: appointee salaries are well below market and regional rates for similar positions, and most appointees are paid far less than their highest-paid subordinates. These problems were caused by a change in the County Charter in 1988. The change may have been well-intentioned, but has developed into a major obstacle in recruiting and retaining qualified leaders for County departments. Prior to 1988, appointee salaries were set by the County Council, under Article 3.11 of the Kaua'i County Charter, with the stipulation that "No department head shall receive a salary less than that of the highest paid civil service employee in the county." This stipulation allowed the salaries

of department heads to keep pace with the salaries of their subordinates. In 1988, the Charter was amended to create a system where appointee salaries were set by the salary commission and approved by the County Council. The 2004-2005 Salary Commission found that in the 19 years since the Charter change, salaries of most department heads had gone up only twenty-five (25) per cent, while their subordinates' salaries had increased by sixty-seven (67) per cent. Council salaries fared no better, as evidenced by the finding by the 2004-2005 Salary Commission that Council salaries had remained the same since 1966.

In setting salaries, the commissioners must consider many factors and a great deal of data, including salaries for similar positions in other counties in this state. While it may be useful to consider salaries in other states, the Commission has not utilized this data due to the vast disparities in salaries from state to state. Instead, useful comparable data has been provided regarding the salaries of public positions within the State of Hawai'i. We have determined that salaries of elected and non-elected positions in Kaua'i County have sorely lagged behind peer salaries in every other county in this State.

In some cases, the County has lost and continues to lose qualified people to other government jobs and private firms because of this salary gap. This is particularly true where Deputy County Attorneys are leaving to work for private firms. Representatives from the Police and Fire departments have testified before the Commission that they, too, have lost good employees because their job is becoming more demanding and the salary is not keeping up.

Dr. Michael M. Nash of Nash and Company, Palos Verdes, California, a compensation consultant engaged to perform a study of the excluded managerial compensation plan for the County Department of Personnel Services, provided a report to the Commission concerning a survey of jobs with matching titles in other jurisdictions in Hawai'i and a scale (the "common scale" or "Nash scale") to compare salary relationships.¹ Dr. Nash reported that salaries for Kaua'i County positions were significantly below the lowest matching salaries in the state. For example, the salary for the Kaua'i County Engineer is \$75,000 (common scale 72) and the lowest and highest salaries for jobs with matching titles in Hawai'i were \$90,857 (common scale 91) and \$104,813 (common scale 105), respectively.

At our request, the County Department of Personnel prepared statistics regarding salary inversion (department head paid less than subordinates). The statistics show significant salary inversion. For example, the Kaua'i County Engineer is paid \$75,000, while the salary of his highest paid subordinate is \$100,032. The salary inversion statistics are attached as Appendix B. It is worth noting that due to statewide collective bargaining, most non-appointed employees such as engineers, police officers, or firefighters are paid the same, regardless of whether they work on a neighbor island or on O'ahu. In contrast, their Kaua'i superiors earn far less than their counterparts in the other counties.

As stated in the Preliminary Report, we believe that appropriate salary levels are needed to ensure that appointee positions can be filled with qualified individuals. Testimony was provided by the chair of the Board of Water Supply regarding the Board's inability to attract candidates for the position of Manager and Chief Engineer of

¹ Dr. Nash's report to the Salary Commission is attached as Appendix A.

the Department of Water, from members of the Police Commission about the effect of the low salaries on their ability to recruit for a Chief of Police, from the Mayor regarding the effect of low salaries on department head recruitment and retention, and from the County Prosecutor and Attorney regarding their problems recruiting staff attorneys with the appropriate experience. The Fire Chief also testified that the low salaries affect succession planning for the Fire Department, since his subordinates are not motivated to seek the position of Fire Chief.

Currently, the following department head or deputy department head positions are vacant, pending or filled by acting personnel: Manager and Chief Engineer, Department of Water; Police Chief, Deputy Police Chief, First Deputy County Attorney, Deputy County Attorney (3 positions), Director of Community Assistance, Deputy Fire Chief, Deputy Director of Parks and Recreation. Adequate salaries will help to timely staff these positions with experienced individuals. If these positions remain unfilled or are filled from an inexperienced candidate pool, the lack of leadership may cause the County to suffer monetarily due to less efficiency and increased litigation risk.

These concerns compelled us to review existing salaries. We have determined that a salary increase is necessary, and have incorporated our recommendations in the attached resolution (Appendix C).

We deliberated extensively over the methodology to determine the appropriate level of the proposed increase. In our deliberations, we relied on the guidance provided by Dr. Nash and his observations of the appropriate rates and methodology for setting the salaries of executive appointed positions. Dr. Nash utilized a market pricing approach, which he considers the most prevalent and simplest way to establish job

worth. The data he used were job descriptions, interviews with incumbents, and salary levels from a survey of jobs with matching titles in other jurisdictions in the State of Hawai'i. Dr. Nash collaborated with the County's Department of Personnel Services to develop a "see" or snapshot of the appropriate pay level for most appointed positions. The Nash "see" is shown on Appendix A. Application of the Nash "see" would result in overall salary increases of about thirty-three (33) per cent, and would mitigate the degree of salary inversion. Although we recognized that the Nash "see" was a sound assessment of the appropriate level of appointee salaries, we determined that it would not be in the public interest to recommend such a high, one-time increase.

Thereafter, we reviewed a number of alternative scenarios which took the Nash job values and salary inversion into account, while keeping the increase to a lower initial level. We engaged in extensive discussion regarding pay equity, pay inversion, and achievable salary increases. We also considered the Mayor's comments that the increase needed to be substantial enough to attract qualified candidates for the vacant positions and sufficient to retain current department heads. Recruitment bonuses were considered and rejected because they complicate the plan and penalize employees who have worked for many years at a low salary level.

We considered and adopted a pay plan that provides across the board increases for County officers and employees in the salary ordinance (Section 3-2.1, Kaua'i County Code) of twenty-five (25) per cent on July 1, 2007, seven (7) per cent on January 1, 2008, seven per cent on January 1, 2009, and seven per cent on January 1, 2010. We also reviewed the current ranges for certain deputy department heads, and concluded that ranges have not served a purpose. Except for deputy county attorney and deputy

prosecutor positions, almost all deputies are paid at the top of the range. Accordingly, our salary proposal eliminates ranges for all deputy department head positions except the positions of Deputy Prosecutor and Deputy County Attorney, whose starting salaries will be set by the Prosecutor and County Attorney based on education, experience, and qualifications. However, Deputy Prosecutors and Deputy County Attorneys should receive increases at the same time and the same percentage as the other deputies, provided that they meet performance requirements.

The following chart compares the proposed increases to the median of salaries for comparable positions in Hawai'i.²

Department/Agency Heads	Current Pay 6/30/07	7/01/07 25%	7/1/07 Median Nash Rate	1/1/08 7%	1/1/08 Median Nash Rate	1/01/09 7%	1/1/09 Median Nash Rate	1/01/10 7%	1/1/10 Median Nash Rate
Mayor	\$80,000	\$100,000		\$107,000		\$114,490		\$122,504	
Administrative Assistant	\$77,000	\$96,250	\$100,975	\$102,988	\$106,024	\$110,197	\$111,325	\$117,911	\$116,891
Director of Finance	\$75,000	\$93,750	\$97,800	\$100,313	\$102,690	\$107,335	\$107,825	\$114,848	\$113,216
County Attorney	\$75,000	\$93,750	\$100,000	\$100,313	\$105,000	\$107,335	\$110,250	\$114,848	\$115,763
Director of Personnel	\$72,000	\$90,000	\$96,146	\$96,300	\$100,953	\$103,041	\$106,001	\$110,254	\$111,301
Director of Community Assistance	\$72,000	\$90,000	\$96,143	\$96,300	\$100,950	\$103,041	\$105,998	\$110,254	\$111,298
Economic Development Director	\$72,000	\$90,000	\$96,143	\$96,300	\$100,950	\$103,041	\$105,997	\$110,254	\$111,298
County Engineer	\$75,000	\$93,750	\$99,972	\$100,313	\$104,971	\$107,335	\$110,220	\$114,848	\$115,731
Planning Director	\$75,000	\$93,750	\$97,500	\$100,313	\$102,375	\$107,335	\$107,493	\$114,848	\$112,868
Director of Parks & Recreation	\$75,000	\$93,750	\$96,146	\$100,313	\$100,953	\$107,335	\$106,001	\$114,848	\$111,301
Manager & Chief Engineer	\$75,000	\$93,750	\$108,531	\$100,313	\$113,958	\$107,335	\$119,656	\$114,848	\$125,639
Chief of Police	\$75,000	\$93,750	\$98,044	\$100,313	\$102,946	\$107,335	\$108,093	\$114,848	\$113,498
Fire Chief	\$75,000	\$93,750	\$98,047	\$100,313	\$102,949	\$107,335	\$108,096	\$114,848	\$113,501
Prosecuting Attorney	\$75,000	\$93,750	\$101,300	\$100,313	\$106,365	\$107,335	\$111,683	\$114,848	\$117,267
Director of Liquor	\$72,000	\$90,000	\$89,483	\$96,300	\$93,957	\$103,041	\$98,655	\$110,254	\$103,588
County Clerk	\$75,000	\$93,750	\$86,910	\$100,313	\$91,256	\$107,335	\$95,819	\$114,848	\$100,610
	Current Pay 6/30/07					1/01/09 34%			
Council Chair	\$39,500					\$52,930			
Council Members	\$35,100					\$47,034			

² The Mayor's salary was not compared or studied by Dr. Nash. For the purposes of the salary recommendation, the salary of the Mayor was kept at its current level of four (4) per cent above the salary of the Administrative Assistant. In addition, the Council Chair and Council Members salary were not compared or studied by Dr. Nash.

Deputy Department/Agency Heads	Current Pay 6/30/07	7/01/07 25%	7/1/07 Median Nash Rate	1/1/08 7%	1/1/08 Median Nash Rate	1/01/09 7%	1/1/09 Median Nash Rate	1/01/10 7%	1/1/10 Median Nash Rate
Deputy Finance Director	\$69,000	\$86,250	\$95,719	\$92,288	\$100,505	\$98,748	\$105,530	\$105,660	\$110,807
1st Deputy County Attorney	\$69,000	\$86,250	\$94,700	\$92,288	\$99,435	\$98,748	\$104,407	\$105,660	\$109,627
Deputy County Engineer	\$69,000	\$86,250	\$95,719	\$92,288	\$100,505	\$98,748	\$105,530	\$105,660	\$110,807
Deputy Planning Director	\$69,000	\$86,250	\$92,300	\$92,288	\$96,915	\$98,748	\$101,761	\$105,660	\$106,849
Deputy Director of Parks & Rec	\$69,000	\$86,250		\$92,288		\$98,748		\$105,660	
Deputy Manager & Chief Engineer	\$69,000	\$86,250		\$92,288		\$98,748		\$105,660	
Deputy Chief of Police	\$69,000	\$86,250	\$93,379	\$92,288	\$98,048	\$98,748	\$102,950	\$105,660	\$108,098
1st Deputy Prosecuting Attorney	\$69,000	\$86,250	\$96,146	\$92,288	\$100,953	\$98,748	\$106,001	\$105,660	\$111,301
Deputy County Clerk	\$66,000	\$82,500		\$88,275		\$94,454		\$101,066	

We adopted the three-year salary schedule because it begins to align the salaries of the various positions with comparable positions in the other County systems, as reported in Dr. Nash's study. By this schedule, we believe we have fulfilled our commitment to meeting the mandate of the public by setting salaries that are based on realistic standards, are fair, and reflect the performance, duties and responsibilities of the positions. We also note that our comparison assumes no pay increases in the other jurisdictions when, in reality, pay raises have either been granted or are under consideration. (See, Appendix D.)

The proposed increases are also compared to the appropriate pay levels for the positions as identified by Dr. Nash (Nash "see").

Department/Agency Heads	Current Pay 6/30/07	7/01/07 25%	7/1/07 Nash "see"	1/1/08 7%	1/1/08 Nash "see"	1/01/09 7%	1/1/09 Nash "see"	1/01/10 7%	1/1/10 Nash "see"
Mayor	\$80,000	\$100,000		\$107,000		\$114,490		\$122,504	
Administrative Assistant	\$77,000	\$96,250	\$105,135	\$102,988	\$110,287	\$110,197	\$115,801	\$117,911	\$121,591
Director of Finance	\$75,000	\$93,750	\$103,063	\$100,313	\$108,216	\$107,335	\$113,627	\$114,848	\$119,308
County Attorney	\$75,000	\$93,750	\$100,032	\$100,313	\$105,034	\$107,335	\$110,286	\$114,848	\$115,800
Director of Personnel	\$72,000	\$90,000	\$96,090	\$96,300	\$100,895	\$103,041	\$105,940	\$110,254	\$111,237
Director of Community Assistance	\$72,000	\$90,000	\$90,467	\$96,300	\$94,990	\$103,041	\$99,740	\$110,254	\$104,727
Economic Development Director	\$72,000	\$90,000	\$90,467	\$96,300	\$94,990	\$103,041	\$99,740	\$110,254	\$104,727
County Engineer	\$75,000	\$93,750	\$103,063	\$100,313	\$108,216	\$107,335	\$113,627	\$114,848	\$119,308
Planning Director	\$75,000	\$93,750	\$100,032	\$100,313	\$105,034	\$107,335	\$110,286	\$114,848	\$115,800
Director of Parks & Recreation	\$75,000	\$93,750	\$95,129	\$100,313	\$99,885	\$107,335	\$104,879	\$114,848	\$110,123
Manager & Chief Engineer	\$75,000	\$93,750	\$103,063	\$100,313	\$108,216	\$107,335	\$113,627	\$114,848	\$119,308
Chief of Police	\$75,000	\$93,750	\$103,063	\$100,313	\$108,216	\$107,335	\$113,627	\$114,848	\$119,308
Fire Chief	\$75,000	\$93,750	\$100,032	\$100,313	\$105,034	\$107,335	\$110,286	\$114,848	\$115,800
Prosecuting Attorney	\$75,000	\$93,750	\$103,063	\$100,313	\$108,216	\$107,335	\$113,627	\$114,848	\$119,308
Director of Liquor	\$72,000	\$90,000	\$90,467	\$96,300	\$94,900	\$103,041	\$99,740	\$110,254	\$104,727
County Clerk	\$75,000	\$93,750	\$90,467	\$100,313	\$94,900	\$107,335	\$99,740	\$114,848	\$104,727

	Current Pay 6/30/07	1/01/09 34%
Council Chair	\$39,500	\$52,930
Council Members	\$35,100	\$47,034

Deputy Department/Agency Heads	Current Pay 6/30/07	7/01/07 25%	7/1/07 Nash "see"	1/1/08 7%	1/1/08 Nash "see"	1/01/09 7%	1/1/09 Nash "see"	1/01/10 7%	1/1/10 Nash "see"
Deputy Finance Director	\$69,000	\$86,250	\$89,562	\$92,288	\$94,040	\$98,748	\$98,742	\$105,660	\$103,679
1st Deputy County Attorney	\$69,000	\$86,250	\$89,562	\$92,288	\$94,040	\$98,748	\$98,742	\$105,660	\$103,679
Deputy County Engineer	\$69,000	\$86,250	\$89,562	\$92,288	\$94,040	\$98,748	\$98,742	\$105,660	\$103,679
Deputy Planning Director	\$69,000	\$86,250	\$89,562	\$92,288	\$94,040	\$98,748	\$98,742	\$105,660	\$103,679
Deputy Director of Parks & Rec	\$69,000	\$86,250		\$92,288		\$98,748		\$105,660	
Deputy Manager & Chief Engineer	\$69,000	\$86,250	\$89,562	\$92,288	\$94,040	\$98,748	\$98,742	\$105,660	\$103,679
Deputy Chief of Police	\$69,000	\$86,250	\$89,562	\$92,288	\$94,040	\$98,748	\$98,742	\$105,660	\$103,679
1st Deputy Prosecuting Attorney	\$69,000	\$86,250	\$89,562	\$92,288	\$94,040	\$98,748	\$98,742	\$105,660	\$103,679
Deputy County Clerk	\$66,000	\$82,500	\$86,033	\$88,275	\$90,335	\$94,454	\$94,852	\$101,066	\$99,595

After the last increase in 2010, the proposal would eliminate the salary inversion problem for departments, except the Department of Public Works and the Department of Water, which would still experience a small salary inversion. The effect of the pay increases on salary inversion is shown on Appendix E. (Appendix E assumes an average five (5) per cent increase each year for County employees.)

Thus, the Commission has relied on factual, objective data to make recommendations that ensure salaries will attract and retain qualified individuals in government service. It also provides consistency in compensation practices for positions in other county governments.

We believe the proposal is substantial enough to address the County's crisis in hiring and retention, is consistent with Dr. Nash's observation that the County should attempt to place most appointee salaries at the median for comparable positions statewide, and addresses salary inversion. We also believe that adding a required performance review and appraisal will make certain the County receives value for the pay increases.

Article XXIX of the Kaua'i County Charter requires that we also set the salaries of councilmembers. We further find and recommend that the salaries of the Council Chair and councilmembers should be increased at approximately the same rate as the other officers and appointed employees. However, Kaua'i County Charter section 29.06 precludes any change in the salary of councilmembers during the term in which a change is enacted or for twenty four (24) months after a change is enacted, whichever is less. Therefore, we must adjust the salary increases accordingly, and recommend an increase of 34 per cent, effective January 1, 2009.

c. Deliberations on other issues

We began deliberations on other issues. One issue was department head groupings. Department heads are currently grouped into salary levels established by prior salary commissions. Generally, department heads with public safety responsibilities and those who must hold professional certification are paid more than department heads without these qualifications. Discussions were held about changing the groupings, including whether the positions should be grouped according to function, such as Administrative, Infrastructure, Public Safety, and Legislative. We also recognized that job descriptions need continuous updating and monitoring, so that salaries reflect current job requirements. In its future meetings, we intend to explore these issues in depth, and welcome public input.

VII. A Symbiotic Relationship

The Commission's function is unique in that we operate independently in conducting our work. Yet, the County Council, the various County boards and commissions play a vital part in the success of the Commission's work. The

Commission relies on all of those entities and governing bodies for support in implementing its recommendations and realizing its ultimate goals and objectives.

An important consideration and basis for the Commission's recommendations is awareness of staff turnover, and retention. For instance, even within the government, very small departments tackle the critical problem of retaining highly trained and skilled employees. Continuity of staff ensures consistent, high quality work and services to the public and is essential to the success of the department and all other government sectors. The Commission's plan and recommendations should reflect its ongoing efforts to address the County's ever increasing workload, and problems of attracting, hiring and retaining skilled, competent and qualified workers.

The Commission must also work to ensure that budgetary decision-makers understand the importance of the Commission's work and support a funding level that meets the needs and expectations of the public and the government officials and employees whose salaries are affected.

VIII. Public Perception and Service to Our Community

In every community across the country, there are those that have negative opinions of what government workers should be paid. Some feel that their elected and appointed officials' salaries are too high, or that they should not be paid a fair wage. This perception may be difficult to overcome where the salaries of other public officials in the state are rarely in the local news, making it difficult for the public to compare salaries.

Yet, the reality is that these jobs affect the lives of every citizen in our County. The Commission and the elected officials need to work harder to convey to the public

that it is important to provide adequate and appropriate compensation for their elected and appointed officials. To correct misconceptions, the Commission has presented comparable, peer salary data and factual information about government salaries.

The underlying objective is to base the salaries of public officials on realistic standards in order to attract the best qualified citizens to public service. The expectations of the elected officials, appointees and employees are that the Commission will carefully consider the duties of their respective positions and set salaries that are appropriate for those duties and responsibilities. The community's expectations are that the Commission will consider the use of taxpayer dollars wisely and frugally and that the people who represent them are of the highest caliber and competency. We must continually seek new, innovative, and effective ways to creatively and efficiently manage our resources.

IX. Findings and Recommendations

The Salary Commission of the County of Kaua'i herewith submits its salary findings and recommendations in the form of a resolution attached to this report (Appendix C). They are summarized as follows.

- Salary increases for 2007-10 were adopted at an open public meeting on April 7, 2007.
- An increase of twenty-five (25) per cent was adopted, effective July 1, 2007, and seven (7) per cent increases in 2008, 2009, and 2010, were adopted, effective January 1 of each year.
- An increase of 34 per cent was adopted for the Council Chair and Councilmembers, to be effective on January 1 of 2009.

COVER

COUNTY OF KAUAI, HAWAII

**EAP Salary Survey
Prepared by Kauai Personnnel Department
For Use by Salary Commission**

Prepared by;
Nash and Company
Palos Verdes California
800-473-1881
mnash484@aol.com

23 February 2007

APPENDIX A

INTRODUCTION

PURPOSE

This is a preliminary and draft report. It's purpose is for discussion with HR and the Salary Commission

The results and recommendations of this survey can be used as the foundation for arriving at salary grade recommendations for benchmark jobs

MATSUMOTO SALARY SURVEY

Karen Matsumoto of the Department of Personnel Services provided the Consultant with this survey data.

Consequently we are calling the Nash analysis of this survey data the **Matsumoto Survey**.

Matsumoto is NOT responsible for the statistical analysis of the data which was provided in a "this title job matches that job title " format. Questions regarding the statistical analysis and its interpretation should be directed to the Consultant.

County of Kauai	Hawaii Health System
County of Maui	State Judicial System
City and County of Honolulu	State of Hawaii.
County of Hawaii (The Big Island)	

Note- This survey was originally conducted in late December and present to Personnel Services in early January. Following this initial submission Maui and The Big Island approved new salaries for some jobs. This new data was incorporated in the surveys requiring the entire survey and recommendations to be re-calculated . This has been done.

Nash recommends that as a matter of County Policy:

place all jobs so that they fall above Q1 in the Matsumoto Survey

place few jobs above the Q3 in the Matsumoto Survey.

place NO jobs at the High in the survey. As the smallest of the agencies this is rarely likely to be appropriate.

NASH SCALE

The Nash Scale is a very useful tool for clients in establishing their salary grades.

Every job grade dollar value in the Matsumoto Salary Survey has been converted to an equivalent number in the Nash Scale. This allows the County to immediately know where it stands in the survey for any job comparison without going through secondary math calculations. For example if a County of Kauai job is Nash Scale 95 and the Matsumoto Median is 100, then the reader knows immediately that the County pay 5% below the median. This is the Median of 100 minus the County pay max of 95

Using the Nash scale will facilitate the pricing of jobs.

INDIVIDUAL SURVEY SHEETS

The **High** is the highest maximum reported by any of the agencies for the benchmark Job.

The **Low** is the lowest maximum reported by any of the agencies for the benchmark job.

The **Average (Ave)** is the sum of the maximums reported divided by the number of numbers reported.

The **Median (Med)** is the number in the middle of that data set array. The Median is the best measure of the market.

Q3 is the same as the 75th percentile. It means that 25% of the survey pay above this level and 75% below it.

Q1 is the same as the 25th percentile. It means 75% of the survey pay above this level and 25% below it.

COMMON SCALE

<i>New Range</i>	<i>Step</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>Common Scale</i>
												\$ 150,423	141
												\$ 148,934	140
												\$ 147,459	139
												\$ 145,999	138
												\$ 144,554	137
												\$ 143,123	136
												\$ 141,706	135
												\$ 140,303	134
												\$ 138,913	133
												\$ 137,538	132
												\$ 136,176	131
												\$ 134,828	130
												\$ 133,493	129
												\$ 132,171	128
												\$ 130,863	127
												\$ 129,567	126
												\$ 128,284	125
												\$ 127,014	124
												\$ 125,757	123
												\$ 124,511	122
												\$ 123,279	121
												\$ 122,058	120
												\$ 120,850	119
												\$ 119,653	118
												\$ 118,468	117
												\$ 117,295	116
												\$ 116,134	115
												\$ 114,984	114
												\$ 113,846	113
												\$ 112,719	112
												\$ 111,603	111
												\$ 110,498	110
												\$ 109,404	109
												\$ 108,320	108
												\$ 107,248	107
												\$ 106,186	106
												\$ 105,135	105
												\$ 104,094	104
												\$ 103,063	103
												\$ 102,043	102
												\$ 101,032	101
												\$ 100,032	100
												\$ 99,032	99
												\$ 98,041	98
												\$ 97,061	97
												\$ 96,090	96
												\$ 95,129	95
												\$ 94,178	94
												\$ 93,236	93
												\$ 92,304	92
												\$ 91,381	91
												\$ 90,467	90

COMMON SCALE

\$	89,562	89
\$	88,667	88
\$	87,780	87
\$	86,902	86
\$	86,033	85
\$	85,173	84
\$	84,321	83
\$	83,478	82
\$	82,643	81
\$	81,817	80
\$	80,999	79
\$	80,189	78
\$	79,387	77
\$	78,593	76
\$	77,807	75
\$	77,029	74
\$	76,259	73
\$	75,496	72
\$	74,741	71
\$	73,994	70
\$	73,254	69
\$	72,521	68
\$	71,796	67
\$	71,078	66
\$	70,367	65
\$	69,664	64
\$	68,967	63
\$	68,277	62
\$	67,595	61
\$	66,919	60
\$	66,249	59
\$	65,587	58
\$	64,931	57
\$	64,282	56
\$	63,639	55
\$	63,003	54
\$	62,372	53
\$	61,749	52
\$	61,131	51
\$	60,520	50
\$	59,915	49
\$	59,316	48
\$	58,722	47
\$	58,135	46
\$	57,554	45
\$	56,978	44
\$	56,409	43
\$	55,844	42
\$	55,286	41
\$	54,733	40
\$	54,186	39
\$	53,644	38

EAP SUMMARY RESULTS

SURVEY RESULTS

JOB	CURRENT			Personnel & Consultant see on the Common Scale	SURVEY RESULTS					
	Survey #	KAUAI Rate	Common Scale		Q1	MED		Q3		
					\$\$\$	Common Scale	\$\$\$	Common Scale	\$\$\$	Common Scale
Water	EAP 1	\$75,000	72	103	\$ 94,725	95	\$108,531	109	\$121,821	120
Administrative Assistant to Mayor	EAP 2	\$77,000	74	105	\$ 94,963	95	\$100,975	101	\$104,625	104
Chief of Police	EAP 3	\$75,000	72	103	\$ 93,636	94	\$ 98,044	99	\$108,600	109
Fire Chief	EAP 4	\$75,000	72	100	\$ 93,636	94	\$ 98,047	99	\$100,900	101
Prosecuting Attorney	EAP 5	\$75,000	72	103	\$100,950	101	\$101,300	102	\$108,370	109
1st Deputy Prosecuting Attorney	EAP 6	\$69,000	64	89	\$ 96,000	96	\$ 96,146	96	\$100,503	100
Deputy Prosecuting Attorney	EAP 7	\$66,000	59	85	\$ 84,635	84	\$ 93,423	94	\$ 97,588	98
County Attorney	EAP 8	\$75,000	72	100	\$ 95,899	95	\$100,000	101	\$100,503	101
Director Community Assistance	EAP 9	\$72,000	68	90	\$ 94,026	94	\$ 96,143	97	\$ 98,838	99
Director Planning	EAP 10	\$75,000	72	100	\$ 95,067	95	\$ 97,500	98	\$ 98,838	99
Director Finance	EAP 11	\$75,000	72	103	\$ 96,143	97	\$ 97,800	98	\$104,040	104
Director Liquor	EAP 12	\$72,000	68	90	\$ 83,550	83	\$ 89,483	89	\$ 95,636	96
Public Works County Engineer	EAP 13	\$75,000	72	103	\$ 90,857	91	\$ 99,972	100	\$104,813	105
Director Personnel Services	EAP 14	\$72,000	68	96	\$ 90,000	90	\$ 96,146	97	\$ 98,838	99
1st Deputy County Attorney	EAP 15	\$69,000	64	89	\$ 90,701	91	\$ 94,700	95	\$100,503	101
Deputy County Engineer	EAP 16	\$69,000	64	89	\$ 90,659	91	\$ 95,719	96	\$ 98,400	99
Deputy Director Finance	EAP 17	\$69,000	64	89	\$ 91,162	92	\$ 95,719	96	\$ 96,143	97
Deputy Planning Director	EAP 18	\$69,000	64	89	\$ 90,004	90	\$ 92,300	92	\$ 95,719	96
Deputy Chief of Police	EAP 19	\$69,000	64	89	\$ 90,515	91	\$ 93,379	94	\$103,000	103
County Clerk	EAP 20	\$75,000	72	90	\$ 81,120	80	\$ 86,910	87	\$ 93,444	94
Deputy County Attorney		\$66,000	59	85						
Deputy County Clerk		\$69,000	64	85						
Deputy Manager-Eng (Water)		\$69,000	64	89						
Economic Development Director		\$72,000	68	90						
Director of Parks & Recreation		\$75,000	72	95						

EAP On Common Scale

JOB	Survey #	CURRENT	
		KAUAI Rate	Common Scale
Administrative Assistant to Mayor	EAP 2	\$77,000	74
Chief of Police	EAP 3	\$75,000	72
Prosecuting Attorney	EAP 5	\$75,000	72
Public Works County Engineer	EAP 13	\$75,000	72
County Attorney	EAP 8	\$75,000	72
Director Finance	EAP 11	\$75,000	72
Manager-Chief Engineer(Water)	EAP 1	\$75,000	72
Planning Director	EAP 10	\$75,000	72
Fire Chief	EAP 4	\$75,000	72
Director Personnel Services	EAP 14	\$72,000	68
Director Community Assistance	EAP 9	\$72,000	68
1st Deputy Prosecuting Attorney	EAP 6	\$69,000	64
Deputy Chief of Police	EAP 19	\$69,000	64
1st Deputy County Attorney	EAP 15	\$69,000	64
Deputy County Engineer	EAP 16	\$69,000	64
Deputy Director Finance	EAP 17	\$69,000	64
Deputy Planning Director	EAP 18	\$69,000	64
County Clerk	EAP 20	\$75,000	72
Director Liquor	EAP 12	\$72,000	68
Deputy Prosecuting Attorney	EAP 7	\$66,000	59

Non-Appointed Employees Paid Higher Than Their Department Heads

<u>DEPARTMENT</u>	<u>CLASS TITLE</u>	<u>Bargaining Unit</u>	<u>EM/SR</u>	<u>Salary Range</u>	<u>Salary</u>
FINANCE	IT Communications & Project Manager	contract		contract	\$90,732
	Budget Administrator	EM	EM-5	66,348-90,732	90,732
	Accounting Systems Administrator	EM	EM-7	73,128-100,032	88,584
	Assistant Chief Procurement Officer	EM	EM-5	66,348-90,732	82,980
	Central Payroll Accountant	EM	EM-3	60,168-82,296	82,296
	Computer Systems Officer	EM	EM-3	60,168-82,296	82,296
	Treasurer	EM	EM-5	66,348-90,732	79,008
FIRE	Battalion Fire Chief	EM	EM-3	60,168-82,296	80,232
OCA	Executive on Housing	EM	EM-3	60-168-82,296	82,296
PERSONNEL	Personnel Services Manager	EM	EM-5	66,348-90,732	90,732
PLANNING	Planner VII	13	SR-28	57,720-82,140	82,140
	Planner VII	13	SR-28	57,720-82,140	82,140
	Planner VII	13	SR-28	57,720-82,140	82,140
POLICE	Police Inspector	EM	EM-7	73-128-100,032	96,912
	Police Inspector	EM	EM-7	73-128-100,032	79,296
	Public Safety Telecommunications Administrator	13	SR-28	57,720-82,140	78,984
PUBLIC WORKS	Civil Engineer VII	EM	EM-7	73,128-100,032	100,032
	Civil Engineer VII	EM	EM-7	73,128-100,032	97,020
	Civil Engineer VII	EM	EM-7	73,128-100,032	93,156
	Engineering Program Administrator	EM	EM-5	66,438-90,732	90,732
	Departmental Personnel Officer	EM	EM-5	66,438-90,732	90,732
	Parks Administrator	EM	EM-5	66,438-90,732	90,732
	Chief of Field Operations & Maintenance	EM	EM-7	73,128-100,032	89,412
	Business Management Officer	EM	EM-7	73,128-100,032	88,368
	Executive Assistant to the Mayor - Golf Course	EM	EM-5	66,438-90,732	85,284
	Civil Engineer VI	EM	EM-5	66,438-90,732	84,348
	Civil Engineer VI	13	SR-28	57,720-82,140	82,140
WATER	Chief of Water Resources and Planning	EM	EM-7	73,128-100,032	100,032
	Civil Engineer VII	EM	EM-7	73,128-100,032	vacant
	Chief of Water Operations	EM	EM-5	66,438-90,732	90,732
	Waterworks Controller	EM	EM-5	66,438-90,732	90,420
	Civil Engineer V	EM	EM-3	60,168-82,296	82,296
	Civil Engineer V	EM	EM-3	60,168-82,296	79,260
	Civil Engineer V	EM	EM-3	60,168-82,296	76,620

**RESOLUTION PROPOSING AN ORDINANCE AMENDMENT
RELATING TO EXECUTIVE SALARIES**

BE IT RESOLVED BY THE SALARY COMMISSION OF THE COUNTY OF KAUA'I, STATE OF HAWAII:

SECTION 1. Pursuant to Section 29.03 of the Charter of the County of Kaua'i (hereinafter "Charter"), the Salary Commission hereby resolves to propose the changes described in this resolution to the Kaua'i County Council.

SECTION 2. Chapter 3, Article 2, Section 3-2.1 of the Kaua'i County Code 1987, is hereby amended to read as follows:

"Article 2. SALARIES OF CERTAIN OFFICERS

Sec. 3-2.1 Salaries of Certain Officers.

(a) Purpose. The purpose of this section is to establish the salaries of certain county officers and employees in accordance with the principles of adequate compensation for work performed, and preservation of a sensible relationship with the salaries of other county employees.

(b) Provided the performance review requirements of Secs. 3-2.1 (e) and (f) have been satisfied, the salaries of certain county officers and employees shall be increased by twenty-five (25) per cent on July 1, 2007, seven (7) per cent on January 1, 2008, seven (7) per cent on January 1, 2009, and seven (7) per cent on January 10, 2010; subject to the following:

(1) Ranges for the salaries of first deputy department heads and deputy department heads are eliminated, and

(2) Salaries of deputy county attorneys and deputy prosecuting attorneys are subject to a maximum.

[(a)] (c) Effective [July 1, 2005] as of the dates stated below and subject to the performance review requirements of Secs. 3-2.1 (e) and (f), the annual salaries, payable semi-monthly, of certain county officers and employees shall be as follows:

P[OSITION]osition		Effective dates			
		<u>7/1/07</u>	<u>1/1/08</u>	<u>1/1/09</u>	<u>1/1/10</u>
Mayor	[\$80,000]	<u>\$100,100</u>	<u>\$107,000</u>	<u>\$114,490</u>	<u>\$122,504</u>
Administrative Assistant	[\$77,000]	<u>\$ 96,250</u>	<u>\$102,988</u>	<u>\$110,197</u>	<u>\$117,911</u>
County Engineer	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>

Deputy County Engineer					
	[\$63,480-\$69,000]	<u>\$ 86,250</u>	<u>\$ 92,288</u>	<u>\$ 98,748</u>	<u>\$105,660</u>
Director of Finance	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>
Deputy Director of Finance					
	[\$63,480-\$69,000]	<u>\$ 86,250</u>	<u>\$ 92,288</u>	<u>\$ 98,748</u>	<u>\$105,660</u>
County Attorney	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>
First Deputy County Attorney					
	[\$63,480-\$69,000]	<u>\$ 86,250</u>	<u>\$ 92,288</u>	<u>\$ 98,748</u>	<u>\$105,660</u>
Deputy County Attorney					
	[\$60,720-\$66,000]	<u>up to \$82,500</u>	<u>up to \$88,275</u>	<u>up to \$94,454</u>	<u>up to \$101,066</u>
Prosecuting Attorney	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>
First Deputy Prosecuting Attorney					
	[\$63,480-\$69,000]	<u>\$ 86,250</u>	<u>\$ 92,288</u>	<u>\$ 98,748</u>	<u>\$105,660</u>
Deputy Prosecuting Attorney					
	[\$60,720-\$66,000]	<u>up to \$82,500</u>	<u>up to \$88,275</u>	<u>up to \$94,454</u>	<u>up to \$101,066</u>
Chief of Police	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>
Deputy Chief of Police					
	[\$63,480-\$69,000]	<u>\$ 86,250</u>	<u>\$ 92,288</u>	<u>\$ 98,748</u>	<u>\$105,660</u>
Planning Director	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>
Deputy Planning Director					
	[\$63,480-\$69,000]	<u>\$ 86,250</u>	<u>\$ 92,288</u>	<u>\$ 98,748</u>	<u>\$105,660</u>
Director of Personnel	[\$72,000]	<u>\$ 90,000</u>	<u>\$ 96,300</u>	<u>\$103,041</u>	<u>\$110,254</u>
Manager and Chief Engineer, Department of Water	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>
Deputy Manager-Engineer, Department of Water					
	[\$63,480-\$69,000]	<u>\$ 86,250</u>	<u>\$ 92,288</u>	<u>\$ 98,748</u>	<u>\$105,660</u>
Fire Chief	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>
County Clerk	[\$75,000]	<u>\$ 93,750</u>	<u>\$100,313</u>	<u>\$107,335</u>	<u>\$114,848</u>

Deputy County Clerk

[\$63,480-\$69,000]	\$ 82,500	\$ 88,275	\$ 94,454	\$101,066
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Director of Economic Development

[\$72,000]	\$ 90,000	\$ 96,300	\$103,041	\$110,254
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Director of Liquor Control

[\$72,000]	\$ 90,000	\$ 96,300	\$103,041	\$110,254
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Director of Community Assistance

[\$72,000]	\$ 90,000	\$ 96,300	\$103,041	\$110,254
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Director of Parks

\$ 93,750	\$100,313	\$107,335	\$114,848
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Deputy Director of Parks

\$ 86,250	\$ 92,288	\$ 98,748	\$105,660
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[(b)] The respective appointing authority may set the starting salary and increases in salary of an appointee at any figure below the established maximum salary, provided, however, the starting salary of any deputy appointee shall not be less than the minimum established salary set forth in Sec. 3-2.1(a).]

[(c)] (d) The starting salary for newly-hired deputy [appointees] county attorneys or deputy prosecuting attorneys [as specified in Sec. 3-2.1(b)] shall take into consideration education, years of experience, and qualifications coming into the position.

(e) For non-elected positions, any salary increase for any officer or employee occupying a position in Sec. 3-2.1(c) is contingent on the Salary Commission's receipt of a certification from the officer's or employee's appointing authority at least thirty (30) days prior to the increase that:

(1) The appointee's performance has been evaluated within the twelve (12) month period immediately preceding the date of the proposed salary increase, and

(2) The results of the performance evaluation evidence that the appointee has met or exceeded job requirements (for example, has achieved a rating of not less than three points or higher in a five point scale) for the appraisal period.

The Director of Personnel shall approve all performance evaluation procedures and shall coordinate the performance evaluations for mayoral appointees. The county attorney's performance shall be evaluated by the mayor and the council. The Salary Commission shall receive a copy of all current performance evaluation procedures.

(f) Transitional provisions. Deputy county attorneys and deputy prosecuting attorneys shall receive a twenty-five (25) per cent increase on July 1, 2007, a seven (7) per cent increase on January 1, 2008, a seven (7) per cent increase on January 1, 2009, and a seven (7) per cent increase on January 1, 2010, provided that:

(i) Performance review requirements have been met, and

(ii) The increased salary is less than the maximum salary in Sec. 3-2.1(c).

For all positions listed in Sec. 3-2.1(c), the thirty (30) day requirement for submission of certifications from the appointing authorities in Sec. 3-2.1(e) is waived for the first salary increase effective July 1, 2007. Appointing authorities shall provide the certifications for this

salary increase before July 1, 2007.

[(d)] (g) Officers listed in Section 3-2.1 may receive a portion of their salary through the County's payment of health fund premium benefits over and above the amount the County normally contributes toward those officers' benefits. Amounts paid by the County which are over and above the County's normal health fund premium contributions shall be deducted from the affected officer's salary."

SECTION 4. Chapter 3, Article 3, Section 3-3.1 of the Kaua'i County Code 1987, is hereby amended to read as follows:

"Article 3. SALARIES OF THE COUNTY COUNCIL

Sec. 3-2.1 Salaries of the County Council.

(a) The annual salaries, payable semi-monthly, of the Kaua'i County Council shall be as follows:

<u>Position</u>		<u>Effective date</u>
		<u>1/1/09</u>
Council Chair	[\$39,500]	<u>\$52,930</u>
Councilmember	[\$35,100]	<u>\$47,034</u>

SECTION 5. Material to be deleted is bracketed. New material to be added is underscored.

SECTION 6. Severability. If any portion or portions of this Resolution are deemed invalid or rejected by a vote of five (5) or more councilmembers, the other provisions of this resolution shall not be affected thereby. If the application of this ordinance or any of its provisions to any person or circumstances is held invalid, the application of this Resolution and its provisions to other persons or circumstances shall not be affected thereby.

SECTION 7. Unless this Resolution is rejected by five (5) or more councilmembers, the County Clerk and County Council shall take all steps to effect this resolution within thirty (30) days. Should portions of the Resolution be rejected by a vote of five or more, the County Clerk and County Council shall take all steps to effect the portions of the resolution not rejected within thirty (30) days.

INTRODUCED BY:



Posted on: Tuesday, April 3, 2007

Mayor, top officials may get pay hikes

 **StoryChat:** [Comment on this story](#)

By [Johnny Brannon](#)
Advertiser Staff Writer

Honolulu's mayor and dozens of other top officials could soon receive sizable pay hikes under a proposal to be voted on this month.

Mayor Mufi Hannemann's annual pay would climb from \$122,000 to \$128,100 as part of a package prepared by a special investigative committee.

Hannemann would remain the city's highest-paid official with the 5 percent raise.

But City Prosecutor Peter Carlisle would receive the biggest boost: a 10 percent raise that would increase his salary from \$107,850 to \$118,635.

For the first time, he would be paid more than most other department heads. But he would still earn less than Police Chief Boisse Correa and Fire Chief Kenneth Silva, whose pay would increase from \$119,000 to \$126,140 with 6 percent raises.

The committee determined in a report that the prosecutor's raise "is necessary in order to preserve a sensible relationship between that salary and the salaries of other department heads."

Other officials would get raises of from 4.5 percent to 8 percent under the plan, to be considered April 20 by the city's Salary Commission. If approved, the salary increases go into effect July 1 unless the nine-member City Council votes down the package.

The raises would cost taxpayers \$233,419 next year.

The commission approved raises of 3 to 5 percent for most of the same officials last year.

Hannemann reviewed the new proposal briefly yesterday but declined to comment in detail.

"It's a difficult time to be talking about pay raises for anybody," he said.

The package comes as Hannemann's proposed city budget includes hefty sewer fee increases that could raise the average monthly bill to more than \$90 by 2011.

Many homeowners will also likely see property tax increases this year as assessed values continue to rise, though Hannemann and council members have proposed some tax-relief measures to blunt the impact.

COUNCIL WOULD GET 5%

Commission chairman Guy Tajiri served on the panel that studied pay rates and recommended the compensation package.

"Ultimately, I hope to see the full commission support it and vote for it," he said. He declined to comment further until the commission meets to vote.

City Council members would receive 5 percent raises. Council Chairwoman Barbara Marshall said the various increases looked reasonable.

"They don't seem untoward to me," she said, noting that Honolulu's rising cost of living will essentially offset the lower pay increases.

"A 4 to 5 percent increase is not even keeping up with inflation," Marshall said.

And the higher raises are well-deserved, she said.

"I'm glad they're trying to bring the prosecutor up to speed," Marshall said. "I think the prosecutor has been underpaid."

The Salary Commission can alter the package before forwarding it to the council. If approved by the commission, the raises would take effect in July unless the council rejects the entire proposal. No affirmative council vote is necessary.

"I do feel strongly that the council should follow whatever the Salary Commission decides," Marshall said.

Honolulu voters last year rejected a charter amendment that would have eliminated the council's power to reject raises proposed by the commission.

RANK-AND-FILE IN TALKS

Pay raises for hundreds of unionized rank-and-file city and state workers remain under negotiations.

Firefighters will receive raises of 5 percent per year over four years under a contract reached during arbitration in February.

The state Salary Commission last month recommended to the Legislature raises that would give the governor, lieutenant governor and Cabinet members 5 percent raises each July for three years, then 3.5 percent annual raises from 2010 to 2012.

The governor's salary would increase from \$112,000 to \$143,748 by 2012, while the lieutenant governor, attorney general and administrative director would all see boosts to \$140,220.

The recommendation to consolidate salary tiers for most department heads would mean an almost \$40,000 increase over five years for the lowest paid Cabinet members.

By 2012, department heads would earn \$133,536, while their deputies would earn between \$116,172 to \$129,000.

The state commission has also recommended \$12,808 raises for legislators on Jan. 1, 2009 and 3.5 percent annual raises from 2010 to 2014.

Unless rejected by the Legislature, representatives and senators would see their salaries climb from \$35,900 to \$57,852 by 2012 with the House speaker and Senate president maintaining their \$7,500 differential.

Advertiser Staff Writer Treena Shapiro contributed to this report.

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HOW MUCH DO THEY MAKE?

Pay raises proposed for top city officials by Honolulu Salary Commission panel.

POSITION	CURRENT SALARY	PROPOSED SALARY	INCREASE
Mayor	\$122,000	\$128,100	5%
Council chairman	\$52,400	\$55,020	5%
Council member	\$46,900	\$49,245	5%
Managing director	\$115,500	\$120,698	4.5%
Deputy managing director	\$109,470	\$114,396	4.5%
Department head	\$107,850	\$112,703	4.5%
Deputy department head	\$102,350	\$106,956	4.5%
Police and fire chiefs	\$119,000	\$126,140	6%
Police and fire deputies	\$113,500	\$120,310	6%
Prosecuting attorney	\$107,850	\$118,635	10%
First deputy prosecutor	\$102,350	\$110,538	8%

Source: Honolulu Salary Commission

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Pay Plan																	
Pay Inversions																	
	Current Salary	Highest Subordinate Salary	Difference in \$	Difference by %	Salary req to resolve inversion	25% increase 7/01/07	5% increase CS ees 7/01/07	Inversion	7% 1/01/08	CS ees 1/01/08	Inversion	7% 1/01/09	5% increase CS ees	Inversion	7% increase 1/1/10	5% increase CS ees	Inversion
Mayor	\$80,000	\$100,032	(\$20,032)	(25.04)	\$105,404	\$100,000	\$105,034	(\$5,034)	\$107,000	\$105,034	\$1,966	\$114,490	\$110,286	\$4,204	\$122,504	\$115,800	\$6,704
Administrative Assistant	\$77,000	\$100,032	(\$23,032)	(29.91)	\$105,404	\$96,250	\$105,034	(\$8,784)	\$102,988	\$105,034	(\$2,046)	\$110,197	\$110,286	(\$89)	\$117,911	\$115,800	\$2,111
ADMINISTRATION																	
Director of Finance	\$75,000	\$90,732	(\$15,732)	(20.97)	\$95,604	\$93,750	\$95,269	(\$1,519)	\$100,313	\$95,269	\$5,044	\$107,335	\$100,032	\$7,303	\$114,848	\$105,034	\$9,814
Deputy Finance Director	\$69,000	\$90,732				\$86,250			\$92,288			\$98,748			\$105,660		
County Attorney	\$75,000					\$93,750			\$100,313			\$107,335			\$114,848		
1st Deputy County Attorney	\$69,000					\$86,250			\$92,288			\$98,748			\$105,660		
Dir. of Personnel Services	\$72,000	\$90,732	(\$18,732)	(26.02)	\$95,732	\$90,000	\$95,269	(\$5,269)	\$96,300	\$95,269	\$1,031	\$103,041	\$100,032	\$3,009	\$110,254	\$105,034	\$5,220
Dir. of Community Assistance	\$72,000	\$82,296	(\$10,296)	(14.30)	\$86,715	\$90,000	\$86,411	\$3,589	\$96,300	\$86,411	\$9,886	\$103,041	\$90,732	\$12,309	\$110,254	\$95,269	\$14,985
Economic Development Dir.	\$72,000	\$67,536	\$4,464	6.20		\$90,000	\$70,913	\$19,087	\$96,300	\$70,913	\$25,387	\$103,041	\$74,459	\$28,587	\$110,254	\$78,182	\$32,072
INFRASTRUCTURE																	
County Engineer	\$75,000	\$100,032	(\$25,032)	(33.38)	\$105,404	\$93,750	\$105,034	(\$11,284)	\$100,313	\$105,034	(\$4,750)	\$107,335	\$110,286	(\$2,951)	\$114,848	\$115,800	(\$952)
Deputy County Engineer	\$69,000	\$100,032				\$86,250			\$92,288			\$98,748			\$105,660		
Planning Director	\$75,000	\$82,104	(\$7,104)	(9.47)	\$86,513	\$93,750	\$86,209	\$7,541	\$100,313	\$86,209	\$18,854	\$107,335	\$90,519	\$16,816	\$114,848	\$95,045	\$19,803
Deputy Planning Director	\$69,000	\$82,104				\$86,250			\$92,288			\$98,748			\$105,660		
Director of Parks & Rec	\$75,000	\$90,732	(\$15,732)	(20.97)	\$95,604	\$93,750	\$95,269	(\$1,519)	\$100,313	\$95,269	\$5,044	\$107,335	\$100,032	\$7,303	\$114,848	\$105,034	\$9,514
Deputy Dir. of Parks & Rec	\$69,000	\$90,732				\$86,250			\$92,288			\$98,748			\$105,660		
Manager & Chief Engineer	\$75,000	\$100,032	(\$25,032)	(33.38)	\$105,404	\$93,750	\$105,034	(\$11,284)	\$100,313	\$105,034	(\$4,750)	\$107,335	\$110,286	(\$2,951)	\$114,848	\$115,800	(\$952)
Dep. Mgr. & Chief Engineer	\$69,000	\$100,032				\$86,250			\$92,288			\$98,748			\$105,660		
PUBLIC SAFETY																	
Chief of Police	\$75,000	\$98,424	(\$23,424)	(31.23)	\$103,709	\$93,750	\$103,345	(\$9,595)	\$100,313	\$103,345	(\$3,032)	\$107,335	\$108,512	(\$1,177)	\$114,848	\$113,936	\$912
Deputy Chief of Police	\$69,000	\$98,424				\$86,250			\$92,288			\$98,748			\$105,660		
Fire Chief	\$75,000	\$80,232	(\$5,232)	(6.98)	\$84,540	\$93,750	\$84,244	\$9,506	\$100,313	\$84,244	\$9,506	\$107,335	\$88,456	\$18,879	\$114,848	\$92,879	\$21,969
Prosecuting Attorney	\$75,000	\$64,776	\$10,224	13.63		\$93,750	\$68,015	\$25,735	\$100,313	\$68,015	\$25,735	\$107,335	\$71,416	\$35,919	\$114,848	\$74,987	\$39,861
1st Dep. Prosecuting Attorney	\$69,000					\$86,250			\$92,288			\$98,748			\$105,660		
Director of Liquor	\$72,000	\$68,388	\$3,612	5.02		\$90,000	\$71,807	\$18,193	\$96,300	\$71,807	\$18,193	\$103,041	\$75,397	\$27,644	\$110,254	\$79,167	\$31,087
LEGISLATIVE																	
County Clerk	\$75,000	\$85,788	(\$10,788)	(14.38)	\$90,395	\$93,750	\$90,077	\$3,673	\$100,313	\$90,077	\$3,673	\$107,335	\$94,581	\$12,754	\$114,848	\$99,310	\$15,538
Deputy County Clerk	\$66,000	\$85,788				\$82,500			\$88,275			\$94,454			\$101,066		